

97-5020



United States  
**Office of  
Personnel Management**

Washington, D.C. 20415

August 27, 1981

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MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES

SUBJECT: EVALUATION PROGRAM FOR FISCAL YEAR 1982

In the recent past, the Federal Government has been concentrating on implementing the major changes in personnel management brought about by the Civil Service Reform Act. This has been very important to improving management of Government programs. I feel that it is now time for the Office of Personnel Management (OPM) to give equal attention to our more traditional role of exercising strong oversight of agency performance under civil service laws, rules, and regulations.

Enclosed is a copy of our evaluation program for Fiscal Year 1982. The evaluation work planned reflects my decision to pursue basic personnel management concerns. Four major emphasis areas are critical:

1. Position management and classification accuracy
2. Oversight responsibility for basic management systems to include special program coverage to assure that agencies are fully utilizing special veteran's appointment authorities and to determine how veteran's programs are being carried out by agencies
3. Compliance with actions stemming from OPM evaluation work
4. Improved use of data sources to identify and analyze personnel management problems

In addition to four agency-level evaluations and local reviews conducted by OPM regional offices, we will be conducting special studies on reduction-in-force, decentralization of personnel management authorities, Uniform Guidelines on Employee Selection Procedures, and the Federal Equal Opportunity Recruitment Program.

I am enlisting your support in upholding civil service laws, rules, and regulations and encourage you to strengthen your internal personnel management evaluation programs.

Donald J. Devine  
Director

Enclosure

Office of Personnel Management

OPM Operations Letter 273 - 943

## Operations Letter

Letter No. 273 - 943

Washington, D. C. 20415

SUBJECT: Evaluation Program for Fiscal Year 1982

MFR Approved: A-005R  
Reply Due: 9/22/81

August 25, 1981

This letter outlines our proposed evaluation program for Fiscal Year 1982. It describes our major areas of evaluation emphasis, the special studies to be conducted, and our evaluation plans for each department and agency scheduled for review. Attachment A of the letter summarizes major evaluation activities by quarter.

### I. Major Areas of Emphasis

Our Fiscal Year 1982 evaluation program will deal with four major areas of concern. Evaluation managers and team leaders should, to the extent possible, build these concerns into their program plans and assure that each is covered during our on-site work.

#### A. Position Management/Classification Accuracy

Periodic assessments by OPM of the effectiveness of agency position management systems are called for in OMB Circular A-64. This work is to be accomplished during our evaluation of personnel management at both the agency and installation level. We plan to use an analytical tool developed in 1978 to focus our classification work on those occupations in selected agencies which have experienced grade escalation.

#### B. Oversight Responsibility for Basic Management Systems

All CSRA initiatives are to be fully implemented on October 1, 1981. We will focus our work so that we can determine if agencies have met this requirement and if the systems agencies have created are effective with respect to:

- Performance Evaluation
- Merit Pay
- Delegation Agreements

- Indications of system breakdown will be reported to OPM program managers. In addition to these oversight efforts, we will be providing special program coverage to assure that agencies are fully utilizing special veterans' appointment authorities and to determine how veterans' programs are being carried out by agencies.

Inquiries: Analysis and Development Division, ACE, 632-4466, or Ext. 24475

Code: 273, Personnel Management Evaluation

Distribution: RD's, Area Offices, Evaluation Chiefs

Letter Expires: October 20, 1982

C. Compliance with Law, Rule, and Regulation

Identifying and correcting deviations from standards governing the Federal personnel management system is a major OPM responsibility. For a variety of reasons, agencies procrastinate when confronted with required actions stemming from OPM evaluation work. The emphasis for FY 82 will be on increased attention to bringing about corrective action quickly, both in individual cases and in more widespread problem situations. Allocating additional resources to follow-up activity will be part of this effort.

D. Improved Use of Data Sources for Problem Identification and Cause Analysis

Compliance and evaluation functions can be strengthened by getting better use from analytical and information resources to identify and specify personnel management problems. We wish to focus resources on definable problems and assess deviations from expected norms. Providing evaluators with analytical training, information sources, and access to computer technology to analyze data will continue in our evaluation work during FY 82.

II. Special Studies

We plan the following special studies for the fiscal year. You will receive operations letters giving specific instructions for conducting these studies.

A. First Quarter Special Study

Reduction-In-Force (RIF)

We must be able to satisfy ourselves and the Congress that agency reductions in force have been accomplished both in an efficient manner and in compliance with OPM and agency regulations. We will notify OPM regions of potential RIF situations as that information becomes available from central office agency officers. Further, we will ask OPM regional directors to make our concern for regulatory propriety in RIF known to installation heads who will be undertaking reductions. Our present inclination is to avoid comprehensive on-site coverage of every RIF situation, but rather to sample those situations where allegations of inappropriate activity or other indicators of the need for close OPM monitoring are present. Such indicators would include our history with the installation, union complaints, and other information calling for special attention. The results of this work will be documented so that oversight may be clearly shown to interested publics.

B. Second Quarter Special StudyDecentralization of Personnel Management Authorities

Our objectives are to examine whether delegations of authority provided to agencies in 1979 are perceived as helping managers do their jobs better, whether delegation has reduced delays in processing agency personnel actions, and whether significant problems exist when agencies apply newly delegated authority.

C. Third Quarter Special StudyUniform Guidelines on Employee Selection Procedures (UGESP)

One important aspect of a merit system is, of course, observing appropriate administrative and operating procedures. But even more fundamental is whether methods for appraising the relative qualifications of applicants and candidates are truly job-related; i.e., technically sound from a personnel-measurement standpoint. Such soundness is at the heart of merit and fairness in staffing Federal agencies. The study should address how an agency determines when the UGESP do and do not apply, and what policy and practice it has established to ensure the validity or job-relatedness of its appraisal procedures in either situation.

D. Fourth Quarter Special StudyFederal Equal Opportunity Recruitment Program (FEORP)

This is a carry-over from FY 81. Both ACE and the FEORP program office agreed that the original study date during FY 81 was inappropriate because of the hiring freeze, RIF planning, and CSRA activities. Section 310 of CSRA and OPM's regulations (5 CFR Part 720) require agencies to develop and implement recruitment plans designed to eliminate underrepresentation of minorities and women in their workforces. The law and regulations assigns specific responsibility to OPM to evaluate the implementation of agency recruitment programs.

III. Agency-Level EvaluationsA. First Quarter Evaluations

DOD, Defense Logistics Agency

B. Second Quarter Evaluations

Small Business Administration

C. Third Quarter Evaluations

Approved For Release 2005/07/28 : CIA-RDP92-00455R000100170001-6  
Commerce, NOAA

D. Fourth Quarter Evaluations

Army, Corps of Engineers

Before your field work begins, you will receive individual operations letters with instructions on the specifics of individual agency-level evaluations.

Please complete your schedules for Fiscal Year 1982, taking into account (1) Priority I resource requirements in support of agency-level reviews, (2) special studies, and, (3) local coverage of FY 82 areas of emphasis. Send your schedules to the Assistant Director, Agency Compliance and Evaluation, not later than September 22, 1981. The Director has expressed interest in reviewing regional evaluation schedules for FY 82.



Robert J. Drummond, Jr.  
Assistant Director  
Agency Compliance and Evaluation

Attachment

FY 82 EVALUATION PLAN

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
A G E N C Y L E V E L S	Defense Logistics Agency	Small Business Administration	National Oceanic and Atmospheric Administration	Corps of Engineers
S P E C I A L S T U D I E S	Reduction In Force	Decentralization of Personnel Management Authorities	Uniform Guidelines on Employee Selection Procedures	Federal Equal Opportunity Recruitment Program

Attachment A to OPM OL 273 - 943

9/1/81

*Domestic  
internal evaluation*

PPB

WA

*Return  
to →*

IM

RMW

*Let's go team!*

SJW

CB

WP

JC

DRD

DA

SJ

JH

TR

MW

HS

GSK

**ROUTING AND RECORD SHEET**

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Potential "evaluation" - study  
items

Info, articles from outside